DD/A Registry
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The Office of Communications' strategic planning process
is one step in bringing elements of the Office closer together,
creating a team dedicated to pursuing the common goals. It
also serves as the foundation upon which we will keep pace
with, or perhaps lead, the tremendous growth of information
handling requirements within the Agency   25
X1   This plan must encourage active
participation of all levels of Commo personnel in the innova-
tive and imaginative use of our declining resources to maintain
our high standards of service to our customers. (   )

Our customers should also find this plan useful in keeping
abreast of our Office goals and in the development of new
communications requirements to meet their changing conditions.
The success with which we develop the resources to meet these
new more demanding customer needs will be a direct measure of
the contribution and utility of the strategic planning process. (   )

                                                                    25
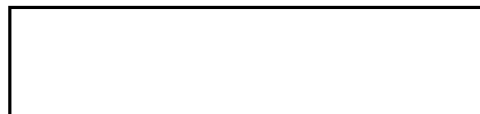Director of Communications

DIW concurrence
phoned to O/DCO
on friday 3/9/79.

DRAFT

STRATEGIC PLAN

FOR THE

OFFICE OF COMMUNICATIONS

1979-80

79-0495

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EXECUTIVE SUMMARY:

This document contains the strategic goals of the Office of Communications (OC) as set forth by the Director of Communications and approved by the Deputy Director for Administration. Taken together these goals serve as a blueprint for developing human and technical resources that will enable the Office of Communications to continue to fulfill its mission in the years ahead. ☐

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In broad terms, the goals of the Office of Communications are:

    * Develop a strategic planning process.

    * Improve the system for identifying requirements.

    * Maintain a fair and humane as well as effective and efficient personnel system which provides equal opportunity for all employees, allowing them to contribute fully to the Office's mission and providing challenging careers for employees of various abilities and potential.

    * Plan, design and evolve to a communications network architecture which is capable of accommodating the information handling requirements of the Agency.

        -- Implement a communications carrier system totally responsive to Intelligence Community needs which will meet present and projected information exchange requirements.

        -- Ensure the existence of a worldwide communications capability under all conditions.

        -- Develop a communications system for use by non-professional communicators.

        -- Provide secure voice service for CIA personnel which will satisfy national and DCI needs for the secure exchange of conversational information.

    * Provide comprehensive communications security support for the CIA's electrical information handling and processing activities.

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* Carry out a safety and health program to ensure that OC facilities and activities meet applicable OSHA/ Agency safety and health standards.

* Continue to provide command and control communications for the DCI's management of intelligence activities, unify the [   ] and retain the capability to support unconventional communications requirements.

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* Plan and implement all OC activities and programs in full recognition of the Agency's resource limitations and policies. [   ]

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This document also includes the near-term, consolidated objectives of the six OC operating divisions to show that their efforts are consistent with the long-term goals of the Office. The objectives were derived from the annexes submitted by the operating divisions in response to the OC Strategic Plan. [   ]

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TABLE OF CONTENTS

1.   PURPOSE OF THE DOCUMENT

1.1 Introduction:

This publication contains the Strategic Plan of the
Office of Communications (OC) and promulgates the goals
and expectations of the Director of Communications. The
document is published to ensure that all members of the
OC organization are knowledgeable of these goals and to
focus their attention and resources toward achieving
common objectives. The statements preceded by circles (°)
are not part of the strategic goals of the Office of
Communications, but are highly digested statements of com-
prehensive, near-term efforts by the OC operating divisions
that show consistency with the strategic goals. These
efforts are approved in principle by the Director of
Communications subject to budget and priority ranking
constraints. ☐

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1.2 Definition of Strategic Planning:

Strategic planning is the process of determining
the basic goals of an organization, and of formulating
the strategy for carrying out the programs required to
attain these goals. Strategic planning involves making
key decisions today which will have far-reaching effect
on the organization in the future, it must be a dynamic
process which can respond to changes in an organization's
goals and give direction to operational and program
planning while continuing to provide the basic plan for
achievement of long-range goals. ☐

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1.3 Use of the Document:

The strategic plan and its annexes will serve as a
blueprint for OC efforts. As such, the document, along
with its annexes, will be used to guide the program,
future budget and MBO submissions. Future annexes to
the strategic plan will specifically address, but not
be limited to, the subgoals under each major goal. A
standard format will be provided for this purpose. ☐

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1.4 Effective Date and Method of Update:

The strategic plan is effective upon publication.
In order to make the strategic planning timetable more
relevant to the Agency's programming cycle, individual
component annexes will be submitted to the Planning Staff

by 15 September. The Planning Staff will coordinate with contributing components to jointly analyze and review submissions before they are forwarded to the D/CO for his consideration and approval. The strategic plan will normally be published by 15 December. Recommendations for changes to the strategic plan will be forwarded to the Planning Staff for analysis and impact evaluation before submission to the D/CO for consideration. ☐

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1.5 Progress Evaluation:

The Planning Staff will track progress toward achieving strategic goals for the D/CO. This will require that the Staff track program and budget execution and monitor project and study efforts initiated in response to the strategic plan to ensure that individual component efforts are mutually consistent and that goal diffusion does not occur. ☐

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2. THE OC PLANNING PROCESS

2.1 Strategic Planning:

2.1.1 Deputy Director for Administration Role:

The D/CO is responsible for assuring that his strategic plan is in keeping with the policies, directives and plans of the Deputy Director for Administration (DDA). The DDA will approve the strategic plan before it is published and distributed each year. Consistent with DCI goals for CIA, the DDA has established the following goals for OC in 1979:

-- Act as the information handler for the DCI and CIA. Provide for the electrical exchange of information in any form on a worldwide basis.

-- Provide communications support to members of the Intelligence Community, wherever required.

-- Determine the level of survivability of the worldwide communications network in the event of localized emergencies, war, or global warfare--nuclear or conventional.

-- Ensure that the substance and intent of
the Memorandum of Agreement are lived
up to so that we are a full partner in

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with

engineering support and expertise as
required, both for equipment and systems
development and for ongoing programs.

-- Take an aggressive stance concerning
communications security, ensuring that
communications security requirements are
included in all national programs for
which CIA is responsible and that CIA
sources and methods information is protected.

-- Continue the existing strategic planning
process and ensure that it is reflected
in the yearly program submissions.

-- Maintain an atmosphere within OC that
encourages OC managers to keep abreast
of changing professional and managerial
attitudes and requirements.

-- Provide for equal employment opportunities
for all OC employees through increased
managerial awareness of OC's manpower
resource potential.

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2.1.2 Director of Communications' Role:

The D/CO has the ultimate responsibility for
formulating the strategic goals of the Office of
Communications, for assuring that these goals are
met through the implementation of program and
operational planning, and for restructuring goals
to meet changing demands. The body of this document
contains the D/CO's evaluation of the present state
of the Office and his goals which comprise the
basis for the Office's strategic plan.

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2.1.3 Planning Staff Role:

The Planning Staff will act as the focal point
for strategic planning. It will be responsible for
the collection of information pertaining to the

formulation of strategic goals and for performing the staff work and analysis required to allow the D/CO to consider alternative goals. The Planning Staff will not act unilaterally in carrying out its work, but will solicit inputs from OC customers through OC liaison representatives, and from all components within OC. ☐

2.1.4 Executive Board Role:

The Executive Board will serve three primary functions in the planning process. It will advise the D/CO on goals, assist in development and definition of these goals, and, as senior officers, individual Board members in command roles will conduct programs to achieve the goals. ☐

2.1.5 Annex Preparation:

Chiefs of OC-FND, ☐ OC-ED, OC-SSD, OC-HRD and OC-CSD will task their components to submit annexes to the strategic plan which will address, in broad but time-related terms, the efforts planned to meet the D/CO's goals. The process of formulating and coordinating the annexes prepared by these components will provide a mechanism for directing the long-range efforts of the entire OC organization and will provide a basis for program development and operational planning described below. The Planning Staff will serve as the intermediary to ensure that annexes are mutually consistent. ☐

2.2 Program Development:

Although, as stated in Section 1, the strategic planning process acts as an umbrella for all planning, it is basically a process for decision making and goal setting rather than for deciding how to achieve specific objectives. Program development may be simply defined as the process which concerns the translation of strategy and broad goals into definitive objectives and defining work programs to be accomplished within a specific time schedule. Thus, the annex may be considered as the first step in program development and as the document which delineates the programs to be undertaken by each component. The role of the Planning Staff will be to monitor the progress of individual programs to assure that objectives remain in consonance with the strategic goals. ☐

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2.3 Operational Planning:

Operational planning concerns itself with the implementation of programs and the achievement of short-term goals. An operational plan combines current projects and activities into functional groups and specifies the total work to be accomplished in the plan's time span. The principal emphasis of operational planning is on projecting in detail the activities for the next fiscal year. Therefore, operational planning may be considered as an adjunct to the Management by Objectives (MBO) system. The responsibility for operational planning must be shared by all components.

2.4 Updating:

The OC strategic plan will be published once a year, and each succeeding plan will be responsive to new needs. The process of planning presupposes a dynamically changing situation and must, therefore, be able to deal with the need for reorientation of goals and for replanning. The process of updating requires two major ingredients. The first is feedback from the success or failure of OC programs and operations, and the second is input from external sources including changing customer requirements and budgetary considerations. The Planning Staff will ensure that these factors are considered for their impact on each succeeding year's strategic plan. ☐   25X

The 1979 OC Strategic Plan reflects the coordinated consolidation of information contained in the annexes to the first strategic plan. The major changes in this plan compared to the 1978 plan are:

. Emphasis on unification ☐ while protecting   25X
  intelligence sources and methods.

. Includes near-term efforts of divisions derived
  from annexes.

. Incorporates time dimension in goals.

. Groups goals hierarchically under eight broad
  categories.

. Includes resource utilization goal (4.8).

. Incorporates DDA goals for OC.

. Changes publication date from 1 August to 15
  December; annexes submission from 1 July to 15
  September. ☐

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3. PRESENT STATE OF THE OFFICE ☐

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1978 was a year of change and transition for the Office
of Communications (OC). It was the year OC recognized the
need to exert greater influence on external matters of long-
term significance to both OC and the Agency. We realized
that we were more than just common-carrier communicators but
information handlers with the responsibility to build a
communications system that is capable of handling all types
of information from point of origin to destination. Resource
limitations have forced the Office to look to more efficient,
effective and multi-purpose service implementations in order
to stay abreast of technological advances and increasing
requirements. In the process we had both successes and

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failures. ☐

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Technically and operationally we made significant progress
and would have made even more except for some time-consuming
setbacks. FASTCAST was a resounding success. So was REDMUX
technically; unfortunately, we moved faster than external
considerations allowed. AFT made a controversial entry. UOT
continues to be plagued with difficulties and is not yet ready
for deployment. CDS is progressing after suffering many new
system maladies. MAXCON, a multi-service packet system
experiment, is making good progress. We have been very active
in the CRAFT and SAFE programs and hope to play a key role in
their development. During the process, the OC-ODP role has
become more confused as technology erases classical organiza-
tional boundaries. We had several firsts: first ship-to-shore
satellite secure voice activation; first foreign interface

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25X1   first use of WASH/ARS
backup to WASH/MAX. The SKYLINK program is alive and well with
25X1   ☐activations. ☐launched two more satellites in December
after a launch failure in the Spring which resulted in an
uncertain satellite complement. A staff satellite survivability

study was completed which gives us a somewhat better under-
standing of our strengths and weaknesses under various
situations. SKYLINK secure voice has been a double-edged
sword--even though we had a number of successful VIP calls,
an unsuccessful call involving the President has resulted in
action to upgrade secure voice to overseas missions. We
have taken the first step in procuring a non-Morse radio
system with hopes of getting several test units in the field
25X1   next year. [   ]

On the human side, in 1978 we had approximately [   ]   25
people on board. An example of the caliber of OC people is
reflected in the several dozen awards received for outstanding
contributions including two Intelligence Stars. There were
123 formal suggestions made--more than any other Agency
component. We manned and/or maintained [   ] comcenters   25
around the world; sometimes under considerable stress to
ourselves and our families. While we had several serious
injuries, we did not have any on-the-job fatalities in 1978.
The significant gains we made in training many of our people
in lifesaving techniques and in providing more fire protection
and personal protective equipment should make our work environ-
ment even safer in the coming year. [   ]   25

Simply stated, OC has changed its organizational per-
spective and has taken the initiative on a number of major
issues including personnel development and the realization
that the network must change dramatically from a free-running,
piecemeal architecture to a transparent, integrated system
that makes maximum use of technology and modern information
25X1   handling capabilities. [   ]

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4. DIRECTOR OF COMMUNICATIONS' GOALS ☐

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The Office of Communications is charged with providing staff communications support for the Director of Central Intelligence and the Central Intelligence Agency. For planning purposes, communications is defined as the electrical exchange of information in any form. The Office mission is to serve as the information handler for the DCI and CIA. Other CIA components are responsible for information processing or manipulation. Support to the DCI will require that the Office work with elements of the Intelligence Community to ensure that OC is totally responsive in its role as the primary communicator for the DCI.

In order to fulfill the Office mission, the OC organization must be flexible and adaptive to meet new and different requirements. The organization must look to the future and be responsive to daily demands which require innovation and quick reaction. Close support for the DCI and other senior CIA officials who must be in contact with the intelligence system and policymakers at all times must be among our highest priorities. At the same time we must meet our

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Finally, the Office must meet most new demands by reallocating resources rather than depending upon an ever increasing human and real dollar resource base. One of our primary goals must be continued financial prudence. This goal does not preclude increases to meet priority DCI objectives over the short term or for one time system upgrades.

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25X1   I.   STRATEGIC PLAN ☐

    GOAL 4.1   --   DEVELOP A STRATEGIC PLANNING PROCESS:
We must continue our efforts to perfect a planning process
which will focus Office attention and resources upon achieve-
ment of well-defined strategic goals and monitoring progress
toward attainment of these goals.   We must also strive to

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    * Define goals:

      ° Establish distinct opportunities (e.g.,
OC Planning Symposium, annual reviews/updates
and workshops) for defining strategic goals. ☐   25X1

      ° Develop a joint [＿＿＿＿＿＿] Strategic   25X1
Plan that complements the OC Strategic Plan. ☐   25X1

    * Focus attention and resources on goals:

      ° Ensure all individual programs, plans
and projects within OC are in support of a specific
strategic goal by FY-81. ☐   25X1

25X1   II.   REQUIREMENTS [   ]

GOAL 4.2 -- IMPROVE THE SYSTEM FOR IDENTIFYING
REQUIREMENTS: The era when staff communications requirements
were predominantly for overseas narrative service in support
of the Directorate of Operations has come to an end. Yearly
exchanges of memoranda with our customers concerning require-
ments are no longer sufficient. Future requirements will
be of a more complex nature and come from a variety of
CIA and Intelligence Community elements. It is essential
that OC develop a system providing for comprehensive and
frequent exchange with customers concerning requirements if
we are to fulfill our mission as the communications component
of the CIA. This system should serve to clearly identify OC
as the focal point for staff communications support, both
domestically and overseas. Communications efforts by elements
not charged with staff communications support should be
undertaken only in close coordination with OC to ensure that
they meet system needs and are not duplicative. To accomplish
this task, the liaison system should provide an uncomplicated
and effective interface mechanism with customers so that
there is no confusion concerning how to relate a communications
requirement problem to OC. A positive and helpful image must
be projected so that customers want to work with OC. Customers
must not be discouraged if their needs do not fit the current
mold. Requirements which cannot be met immediately, due
to resource limitations, will be recorded for inclusion in
outyear programs. The budgetary process can serve as the
means of resolving differences concerning the merits of expressed
customer needs. On a day-to-day basis, the Current Activities
Branch (CAB), OC-FND and the various support elements of

25X1   [   ] are the focal points for customer interface concerning
ongoing and near term, unforeseen requirements. The Systems
Integration Staff (SIS), OC-ED is the focal point for the
solicitation and consolidation of all new identifiable and
anticipated requirements beyond the current and succeeding
fiscal year. It is essential that all OC components participate
with SIS in assisting OC customers with the definition and
statement of their requirements. SIS will promulgate information
obtained from this process to other OC components for planning

25X1   purposes. [   ]

* Develop a system providing for comprehensive and
frequent exchange with customers regarding requirements:

° Develop a standard requirements procedure
for all requirements and customer feedback by FY-80.

     ° Amalgamate requirements on a network/
system basis by FY-80.

     ° Improve data base management on existing
and planned services by FY-80.

     ° Develop a systematic process to incorporate
25X1   ☐ requirements into the planning process by FY-80.

     ° By FY-80 ensure that formal OC requests for
long-range requirement forecasts emphasize the need to
identify COMSEC resources.

     ° By FY-80 examine coordination procedures
with the Office of Logistics in order to ensure all
communications factors are included from the start
of space allocation activity. ☐   25X

     * Promulgate information obtained from customer
25X1   liaison to other components. ☐

25X1   III. HUMAN SYSTEM [ ]

GOAL 4.3 -- MAINTAIN A FAIR AND HUMANE AS WELL AS EFFECTIVE
AND EFFICIENT PERSONNEL SYSTEM WHICH PROVIDES EQUAL OPPORTUNITY
FOR ALL EMPLOYEES, ALLOWING THEM TO CONTRIBUTE FULLY TO THE
OFFICE'S MISSION AND PROVIDING CHALLENGING CAREERS FOR EMPLOYEES
OF VARIOUS ABILITIES AND POTENTIAL: We will continue to select
and develop our future managers from within the Office, and
we will work to improve the system for doing so. We should
recognize that it may be desirable on rare occasions to introduce
talent from outside the Office to refresh the organization and
to add a unique expertise not available from within. We must
continue our efforts to develop a better system for selecting
and training personnel to more nearly fit individual abilities
with specific staff positions. In so doing we must upgrade the
skills of OC employees at all levels if we are to continue to
provide personnel qualified to deal with new services and modern
technology. In particular, we must adapt the technical charac-
teristics of OC operations personnel to ensure that they are
able to keep pace with information-handling technology. We
must develop methods to provide better personal recognition for
our people. Managers at every level must learn to be more
aggressive and imaginative in developing ways of recognizing the
contributions of deserving individuals. [ ]   25)

* Improve the method for selecting managers by
providing opportunities for all qualified and motivated
individuals to demonstrate staff and management abilities:

° Institute a program to identify, select
and develop high potential careerists who can
assume senior management responsibility at an
earlier period in their career by FY-81. [ ]   25)

* Involve all personnel in the management process
in order to provide them with a greater opportunity for
awareness of and involvement in management. [ ]   25)

* Introduce specialized outside talent if required:

° Develop and publish a flexible plan to
attract, train and deploy personnel to meet
the needs of the 1980's and 1990's by FY-80. [ ]   25)

* Provide personnel qualified to deal with new
services and technology:

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° Determine by the end of FY-80 if highly specialized career fields are needed in some areas and establish entrance and skill level requirements if indicated. ☐

* Adapt the technical characteristics of OC operations to keep pace with technology:

° During FY-80 establish a training program to enable and encourage personnel to obtain work-relevant training.

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° Develop a plan for phasing mandatory Morse skills out of the employment and training process by FY-83. ☐

* Provide equal opportunity for all employees:

° Encourage rotation and development of new skills in communications related fields.

° Ensure, through audit programs, that the OC personnel management system is fair and equitable for all employees.

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° Increase minority group and female representation in professional and technical positions. ☐

* Provide increased personnel recognition. ☐   25)

* Improve personnel resource management. ☐   25)

* Improve training/general management:

° Interweave COMSEC safety and health programs and concerns throughout the ☐ curriculum.   25)

° Significantly improve quality and pertinence of media applications in training by FY-81.

° Strive for full T/O recruitment by FY-81.

° Include personnel needs and training requirements in the future network model.

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° Expand ☐ curriculum to include a course on the "Theory of Staff Network Organization and Operation".

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     ° Add SKYLINK training to the basic operator and technical training curriculum by the end of FY-80.

     ° Establish/expand digital and information training programs by FY-81. ☐

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25X1   IV. TECHNICAL SYSTEM [   ]

25X1   GOAL 4.4 -- PLAN, DESIGN AND EVOLVE TO A NETWORK
ARCHITECTURE [   ] WHICH IS CAPABLE OF
ACCOMMODATING THE INFORMATION HANDLING REQUIREMENTS OF THE
AGENCY: It is presently impossible to project when demands
from customers for information handling services will out-
strip our ability to modify the existing communications
system. The present overseas network, utilizing low speed
asynchronous circuitry, although operationally responsive
is technologically obsolete. Consequently, a new backbone
architecture that will serve us through this century must
be identified and implemented. In considering replacement
architectures, we must assure that any new system provides
for efficient utilization of network resources, ensures
data integrity, allows for the timely interchange of infor-
mation, is adaptable to various customer demands, provides
a means of monitoring circuit status and quality without
manual operator intervention and does not require extensive
manual message accountability procedures. The process of
meeting each new requirement with a dedicated resource is
inefficient and will lead to premature overloading of our
carrier systems. Therefore, the architecture for our new
network should employ dynamic resource management, provide
multiple data paths between network nodes/sites and guarantee
25X1   data error rates. [   ]

        * Provide efficient utilization of network
resources, by employing dynamic resource allocation
techniques:

            ° Evaluate how the network can be expanded with
        currently available techniques and develop a
        long-range network improvement plan by the beginning
        of FY-80.

            ° Expand the collection and statistical
        analysis of current network data to enable a
        network model to be developed by FY-81.

            ° Implement by the end of FY-80 a program to
        replace existing narrative and data switches with
        state-of-the-art communications techniques.

            ° Implement an information handling concentrator
        system using packet data technology. [   ]   25X

        * Ensure data integrity by providing guaranteed
data error rates:

            ° Establish specifications for maximum
        acceptable error rate for each type of service by
25X1   the end of FY-80. [   ]

* Support the information handling requirements of
the Agency to include such other Intelligence Community
electrical information handling requirements as directed.

    ° Expand the capability for supporting
all types of services projected including wide-
band requirements by FY-82.

    ° Support electronic mail service. ☐   25)

* Provide automatic circuit quality and status
monitoring capability:

    ° Provide the capability for controlling the
network rapidly and automatically by FY-88.

    ° Configure network relay systems in order
to provide dynamic network control by FY-85. ☐   25)

* Minimize manual message accountability requirements:

    ° Develop or adopt a communications protocol
which automatically guarantees message accountability

25X1   by FY-83. ☐

* Provide multiple transmission paths to all sites:

    ° Provide diverse routing for primary links.

    ° Improve alternate systems to ensure the
transmission of essential communications [   ]   25)

25X1   [   ] during primary link failures.

    ° Ensure compatibility among all components of
the network including transmission media. ☐   25)

* Ensure efficient utilization of physical plant
and fiscal resources:

    ° Establish a means for controlling network
configuration by the end of FY-80.

    ° Reduce costs by optimizing the use of all
resources including circuits, equipment, and
energy.

° Concentrate major information handling
functions in the U.S. with alternate capability at
overseas base stations or field station mini-relays.

° Develop strategies and search for solutions
to problems which can minimize budgetary cuts. ☐   25)

* Improve the information handling communications
services offered to Headquarters users:

° Eliminate or significantly reduce hand-
written corrections on Headquarters-originated
messages by FY-80.

° Acquire an advanced printing and repro-
duction system by FY-81.

° Perform a study projecting electrical
information dissemination, storage and retrieval
requirements of the Agency by FY-81.

° Provide by FY-83 for a transition from
ACP-127 to an improved communications protocol. ☐   25)

GOAL 4.4A -- IMPLEMENT A CARRIER SYSTEM TOTALLY
RESPONSIVE TO INTELLIGENCE COMMUNITY NEEDS WHICH WILL MEET
PRESENT AND PROJECTED INFORMATION EXCHANGE REQUIREMENTS,

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[   ] The backbone of our future
carrier system overseas will be SKYLINK. Our goal is to
develop a SKYLINK network consisting of [   ] field stations
which provides 99 percent circuit reliability and availa-
bility. High frequency (HF) radio will continue to be
utilized as a backup carrier system and as a primary system
for stations where it is not possible to install SKYLINK
systems and/or economical to lease commercial lines to
a SKYLINK entry point. The basic role of the HF system
in the future will be to serve as an alternate to satellite
operations. The retention of HF is required because of
questions concerning satellite vulnerability and the need
to retain operating flexibility under any conditions. As
such, our future HF system will be highly reliable, low or
medium speed and single channel in order to carry critical
information during primary system outages. The Washington
area system will satisfy information handling needs and be
configured to prevent loss of communications with critical
sites. The Headquarters area system will be predominantly
Government owned but commercial facilities will be used as

25X1 required. [   ]

      * Develop a SKYLINK network with [   ] field stations
and 99 percent reliability and availability:

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       ° Install [   ] SKYLINK terminals by FY-87.

       ° Ensure optimum utilization of satellite
power and bandwidth allocations through the use
of highly efficient access techniques. Complete
a study of demand access/broadcast techniques to
increase transmission efficiency by FY-82.

       ° Enhance the entire SKYLINK program to include
use of medium speed demand access/broadcast
channels and high-speed channels for specialized
applications, in addition to low-speed FDMA
channels by FY-84.

       ° Provide automatic circuit establishment for
AVD channels by FY-84.

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° Provide network monitoring and control as
an inherent part of the SKYLINK system by FY-82. ☐   25)

  * Develop an alternate highly reliable, low-speed
or medium-speed single channel HF system:

    ° Modernize the HF network for primary and
altroute carrier capability by the end of FY-84.

    ° Implement long-range HF modulation techniques
by FY-84.

    ° Eliminate Net Control Station speaker
watch by FY-82.

    ° Begin to operate HF radio circuits synchronously
25X1   by FY-84. ☐

  * Ensure that the Washington Area system satisfies
information handling needs and is configured to prevent loss
of communications with critical sites:

    ° Perfect a Headquarters Area Transmission
System (HATS) network to provide reliable backup
and altroute capability. Reduce the number of
commercial leases as HATS reliability increases. ☐   25)

  * General network pursuits:

    ° Study characteristics of commercial networks
such as Value Added Networks and identify the most
attractive services for primary and backup use by
25X1   FY-80. ☐

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GOAL 4.4B -- ENSURE THE EXISTENCE OF A WORLDWIDE
COMMUNICATIONS CAPABILITY UNDER ALL CONDITIONS: To ensure
that we can maintain communications to all points within
our network at all times, we must continue our efforts to
develop a comprehensive, simple altroute plan which can be
easily implemented and understood. The network must continue
to operate if any one base station fails for any reason. An
off-station and RF orderwire capability should be developed
which does not require base station manual Morse guard
positions. The system must efficiently handle a reasonable
volume of enciphered message traffic with contact and message
exchange reliability no less than that of manual Morse and be
capable of operation by a non-professional communicator. ☐   25X

        * Enhance the ability to sustain network operations
if any one base station fails:

            ° By the end of FY-80 conduct vulnerability
        studies under different network failure scenarios.
        Determine how gracefully the network can degrade
        under the various scenarios.

            ° By FY-80 determine what system protocols/
        modulation techniques provide the greatest
        flexibility in the backup mode.

            ° Implement mini-relay systems at selected
        posts to relay traffic for nearby stations via
        RF or commercial circuits.

25X1   ° By FY-81 determine a means of providing an
        alternate ☐

        * Determine OC responsibilities under various
wartime scenarios:

            ° Prepare an estimate on our perceived ability
        to support wartime communications under various
        conditions by FY-82.

            ° Request DCI/DDA policy guidance for
   wartime operations by the end of FY-80. ☐   25X

GOAL 4.4C -- DEVELOP A COMMUNICATIONS SYSTEM FOR USE
BY NON-PROFESSIONAL COMMUNICATORS:

25X1

We must develop a system for these stations which is less labor intensive and of such design that it is relatively simple to operate and maintain. With the emphasis on reduction of overseas personnel, we cannot afford to field a system that requires extensive training and operational skills. Elimination of the manual Morse capability is a definite objective. We should also attempt to design this system so that it is capable of servicing the communications requirement in various interface scenarios; e.g., over-the-counter, commercial facilities and radio or satellite links.

25X

* Eliminate manual Morse capability and provide for operation by non-professional communicators:
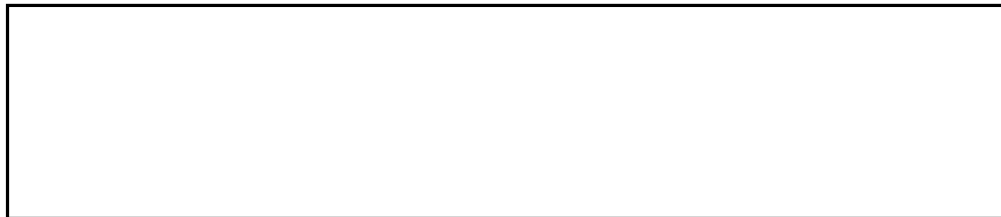
25X1

° Develop a foreign field non-professional communications system which will reduce manual field station message processing and procedural requirements by the end of FY-81.

° Provide a cryptologic scheme which can be protected against tampering in a non-secure environment and with a shelf-life equal to or exceeding that of associated staff equipment by FY-81.

° Develop a supplemental program to satisfy non-professional requirements with STU-II's by FY-81.

° Evaluate the TU-531/CY-4 combination for possible use as a non-professional terminal by FY-80.

° Undertake a project to study the use of word processing equipment as a field terminal device by FY-80.

25X1

GOAL 4.4D -- PROVIDE SECURE VOICE SERVICE FOR CIA
PERSONNEL WHICH WILL SATISFY NATIONAL AND DCI NEEDS FOR
THE SECURE EXCHANGE OF CONVERSATIONAL INFORMATION: The

25X1 ⬜ secure voice system should provide convenient
service for each CIA officer. Ultimately, a secure voice
instrument should be within easy access of every ⬜   25X
officer. Although the quality of secure voice service within
the Headquarters area is improving, we must strive to provide
service approaching the quality of the black telephones

25X1 in all ⬜ locations. The quality and reliability
of the overseas SKYLINK secure voice network should be
improved so that an acceptable and predictable level of

25X1 service is available. ⬜

25X1 of each ⬜ * Place a secure voice instrument within reach
officer:

        ° Pursue phased improvement of the Head-
quarters Secure Telephone System.

        ° Procure and install KY-70 systems by
the end of FY-80.

        ° Procure and deploy STU-II systems by
FY-83.

        ° Continue actions to provide increased
standardized secure grid systems or bus capability
in selected Agency buildings by FY-85.

        ° Continue to provide COMSEC policy guidance
for new secure voice systems. ⬜   25X

25X1 of black phone service at ⬜ * Provide secure service approaching the quality
locations:

        ° Implement a secure voice quality control
program for the existing network by the end of FY-80.

        ° Encourage the use of a government-wide
uniform numbering plan. ⬜   25X

        * Improve the quality of overseas secure voice to an
acceptable and predictable level:

        ° Continue efforts to achieve improvements
with existing hardware.

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25X1

     ° Provide secure voice to all overseas locations having either SKYLINK or adequate international switched voice service utilizing STU-II's by FY-85. ☐

    * Improve mobile radio secure voice service:

     ° Provide secure mobile service between official vehicles and Headquarters by the end of FY-80.

     ° Make available VHF/UHF mobile/fixed plant secure voice radio system for VIP or special requirements by the end of FY-80.

25X1

     ° Utilize cryptographic and technical isolation between secure voice subnets by the end of FY-80. ☐

    * Maintain black telephone service while placing primary emphasis on secure service:

     ° Reduce the number of long distance toll calls by making users aware of WATS.

     ° Systematically reduce the number of black phones in areas where secure phones are available.

     ° Reduce the backlog of requests for service and reduce the time interval between receipt of service requests and accomplishment of requested service by the end of FY-80. ☐

25X

25X1   V.   COMMUNICATIONS SECURITY [ ]

     GOAL 4.5 -- PROVIDE COMPREHENSIVE COMMUNICATIONS
SECURITY SUPPORT FOR THE CIA'S ELECTRICAL INFORMATION
HANDLING AND PROCESSING ACTIVITIES: The Office of Communi-
cations is the CIA element tasked to provide Communications
Security support. OC will move aggressively to meet this
responsibility. In order to maintain communications
security standards, OC activities will keep pace with the
expanding threat profile. Efforts will be made to define
this threat and promulgate threat information to ensure
that other CIA elements are supportive of communications
security requirements. Essentially, this means that new
equipment and systems introduced into the Agency must
continue to meet emanations security standards; that key-
and plain-text processing equipment physical protection
programs be continued and that efforts be made to provide
complete traffic flow security protection. Technology
should be aggressively applied to reduce security compromises
25X1   wherever possible. [ ]

     * Define COMSEC threats and promulgate threat
information:

[   ]   25X

          ° Raise the level of COMSEC awareness through-
     out the Agency to support the COMSEC effort by
     the end of FY-80.

          ° Compile information on state-of-the-art
     technical collection techniques and use that
     information to recommend appropriate counter-
     measures for both staff and covert communications
     systems and information handling equipment by
25X1   FY-83. [ ]

     * Provide traffic flow security protection for all
links:

          ° Procure the maximum number of replacement
     crypto systems annually.

          ° Reestablish traffic flow security on all
     on-line staff circuits by FY-85. [ ]   25X

* Ensure that new equipment and systems meet emanations security standards:

    ° Continue community collaboration efforts in EMSEC.

    ° Develop necessary EMSEC countermeasures. ☐   25X

* Continue physical protection programs for key- and plain-text processing equipment:

    ° Complete the [   ] upgrade program   25X by the end of FY-83.

    ° Improve storage methods for COMSEC material held by the Central Office of Record by FY-82.

    ° Continue to press appropriate components to develop techniques for the protection of plain-text processing equipment while in transit.

    ° Continue to assist the Office of Security in performing surveys of contractor communications facilities.

25X1

    ° Acquire space for the COMSEC function at ☐ to provide consolidated storage space and improve security, efficiency and safety of the operation by FY-82. ☐   25X

* Provide transmission security for links:

    ° Develop an expanded capability to validate software transmission security routines by FY-81.

    ° Improve the security of covert broadcast procedures by the application of computer techniques to management of deception programs by FY-81.

[   ]   25X

    ° Develop, by FY-82, a TRANSEC testing and countermeasures design program for covert systems. ☐   25X

* Apply appropriate cryptographic techniques to systems:

° Identify high data rate requirements which
will require high grade cryptographic systems
and sophisticated computer switching systems,
and apply appropriate cryptographic and software
security techniques by FY-84.

° Investigate the use of [   ] equipment for
end-to-end encryption requirements, consider
superencryptment for all links using either
KG-84's or KG-81's.

25X1

° Continue to pursue the policy of programmable
key cryptologics for covert applications, replacing
all current fixed-key devices beginning in FY-81
and completing this task by FY-85.

° Crypto devices used for mobile voice
systems should allow users to discuss information
at all classifications/compartmentation levels
by FY-82.

° Improve protection against transmission and
handling of compartmented information to unauthorized
addressees. [   ]

25X1

25X1

VI. SAFETY AND HEALTH ☐

GOAL 4.6 -- CARRY OUT A SAFETY AND HEALTH PROGRAM
TO ENSURE THAT OC FACILITIES AND ACTIVITIES MEET APPLICABLE
OSHA/AGENCY SAFETY AND HEALTH STANDARDS: The Communications
Security Division is tasked with ensuring that all OC
facilities meet applicable OSHA and Agency safety and health
standards. OC-CSD has already moved to provide an inspection
and advisory capability with the formation of the Safety
and Health Section within OC-CSD and by the placement of
additional COMSEC/Safety Officers on Area staffs. The Safety
and Health Program should be continued and strengthened to
provide education for all OC personnel on safety- and
health-related subjects and to carry out a thorough and
comprehensive program for providing advice and inspection
to ensure our personnel work in a safe and healthful
environment.

* Develop a program to educate OC personnel
in safety and health matters:

° Train all OC personnel in cardiopulmonary
resuscitation by the end of FY-83.

° Incorporate safety and health standards
into communications handbooks by FY-82. ☐   25)

* Provide a safe and healthful atmosphere for OC
employees:

° Provide fire detection systems for all
foreign field comcenters by FY-83.

° Provide tower safety devices for all base
station antennas by the end of FY-83.

° Train Area COMSEC Officers in health and
safety inspection procedures by end of FY-79.

° Improve personnel protection against
environmental and other safety problem areas. ☐   25)

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25X1

VII. COMMUNICATIONS SERVICE ☐

GOAL 4.7 -- CONTINUE TO PROVIDE COMMAND AND CONTROL
COMMUNICATIONS FOR THE DCI'S MANAGEMENT OF INTELLIGENCE
ACTIVITIES [   ]   25X
Support to the Intelligence Community must be of paramount
concern to the Office, and we must be ready to respond to
the unique and varied requirements facing us in the future.
In this vein support to non-Agency customers must be of
the same high quality provided Agency customers. In particular,
it is imperative that the Office live up to the communications

25X1

* Live up to the MOA and support the Intelligence
Community communications requirements:

25X1   ° Make the [   ] Memorandum of Agreement
a viable instrument for improving and expanding
25X1   [   ] communications cooperation.

° Participate in national COMSEC policy-making
bodies representing the interests of the Agency,
25X1   [   ] and the Intelligence Community.

° Eliminate duplication of [   ]   25
communications resources wherever possible while
protecting sources and methods. [   ]   25

* Support the Intelligence Community:

° Strive to provide and operate facilities
wherever Agency equities allow.

° Seek charter guidance from the DDA and DCI
on the Agency's role in serving the Intelligence
Community by FY-80.

25

° Endeavor to perform a major role in providing
communications support for the Intelligence Community.

° Provide representation on working groups
and committees dealing with Community-wide
25X1   programs. [   ]

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* Maintain ability to respond to unique and varied requirements:

° Establish ongoing training programs to ensure continued skills in unique, tailor-made cryptologic systems by FY-82. ☐

25)

* Clarify OC/ODP information handling and processing boundaries no later than the end of FY-79. ☐

25)

GOAL 4.7A -- RETAIN THE CAPABILITY TO SUPPORT
UNCONVENTIONAL COMMUNICATIONS REQUIREMENTS: In spite of
the transfer of primary responsibility for covert communi-
cations to OTS/DDS&T, OC has retained the full responsibility
for covert COMSEC support, base station support, part-time
field station support, and some ongoing training responsibility (a

25X1   total of ⬚ man-hours in FY-78). In addition to providing
this ongoing OTS support, we must continue to provide, within
our charter, the best possible communications support for
OSO, DDS&T Special Projects and any other unconventional support
requirements. Retaining this capability requires our commitment
to keep our personnel abreast of the latest technological and
operational advancements in communications in order to respond
to all customer needs in the most efficient and desirable way. ⬚ 25X

* Continue to support OTS communications systems:

    ° Monitor industry activities to maintain
familiarity with available support technology
and techniques.

    ° Continue covert systems training for OC
personnel.

    ° Develop an OC handbook on unconventional
communications support by FY-80.

    ° Improve management controls for base
station support provided by OC by FY-80.

    ° Resolve any outstanding mission and
function issues with OTS by FY-80.

    ° Provide and enhance cryptologic development,
security fault analysis, TEMPEST/EMI design and
evaluation; operational security and transmission
security by supporting covert communications systems. ⬚ 25X

* Provide support to OSO and DDS&T special projects:

    ° Provide communications support to validated
collection activities as required, including special
purpose and wideband <u>links to major collection sites</u>,
links to Headquarters ⬚ etc. ⬚

25X
25X

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VIII.   PLANNING/CONSIDERATIONS [ ]   25)

GOAL 4.8 -- PLAN AND IMPLEMENT ALL OC ACTIVITIES
AND PROGRAMS IN FULL RECOGNITION OF THE AGENCY'S RESOURCE
LIMITATIONS AND POLICIES: Human and financial constraints
are managerial realities all components of the government
must deal with. The challenge to increase efficiency and
effectiveness, given these constraints, in a period of
significant technological transition is a formidable task.
The reduction of overseas presence is necessitated by the
demands of national policy and to produce fiscal savings.
The office will move aggressively to make efficient use of
new technology to reduce labor intensive functions associated
with its communications activities. The automation and
decentralization of certain base station functions increases
the probability of reducing personnel at these locations.
Our field station goal will be to staff the typical field
station with two operators regardless of traffic volume.
The office will retain its decentralized management structure
embodied in the Area Headquarters concept for the immediate
future.

     * Reduce or eliminate large, labor intensive
base stations on foreign soil where such action is cost
effective:

25X1   ° Initiate an action plan for closure of
                      [   ] by FY-80/81.

                         ° Complete studies of overseas base station
manning by the end of FY-80.

25X1   ° Phasedown [   ] by FY-81.

                         ° Examine automation and decentralization
of base station functions by FY-80/81.

                         ° Perform a comprehensive HF base station
study, considering the possible methods and
techniques of reducing numbers of overseas HF
base stations and make recommendations on base
station closures by FY-81. [ ]   25)

     * Reduce labor intensive operations in field stations:

                         ° Complete implementation (existing network)
of the FASTCAST program by FY-80.

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° Complete implementation (existing network) of the OCR program by FY-80.

° Implement the AFT program by FY-80.

° Implement the UOT program by the end of FY-80.

° Develop workload and capacity limit factors for OC systems by FY-81.

° Obtain a message reprocessing device for special traffic by FY-81.

* Staff the typical field station with two operators regardless of traffic load:

° By FY-81 analyze the network on a station-by-station basis to determine what actions are required to staff field stations with no more than two operators.

° By FY-81 determine if the staffing goal can be realistically met

25X1